
State of Washington

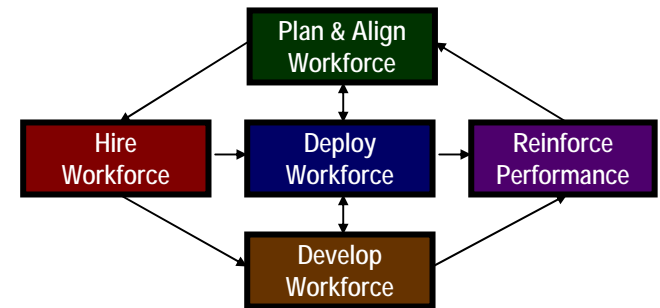
Washington State Department of Transportation (WSDOT)

Washington State Ferries (WSF)

Merit System 1

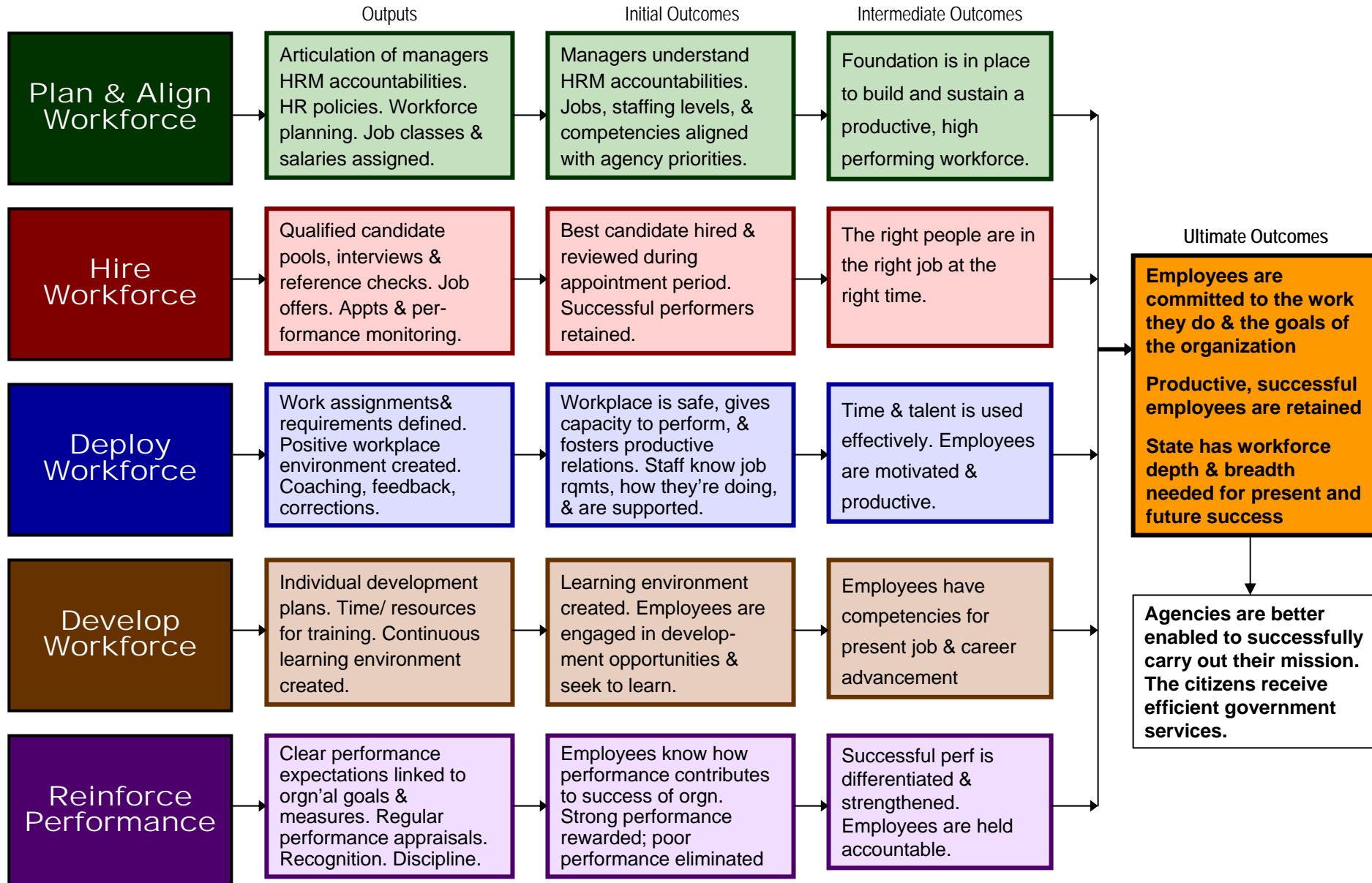
Human Resource Management Report

7/1/2006 – 12/31/2006



May 3, 2007

Managers' Logic Model for Workforce Management



Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure (TBD)

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Percent WMS Managers with current performance expectations for workforce management = 49%

Total # of WMS Managers with current performance expectations for workforce management = 158

Total # of WMS Managers due for period = 320

By Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob-Trial Srv	1st & 2nd Qtr FY07 Agenc y Total
Mngrs (WMS) Due	110	21	63	16	42	22	17	26	3	320
Mngrs (WMS) Received	40	5	14	16	19	21	17	26	0	158
Mngr (WMS) Completion Rate	36%	24%	22%	100%	45%	95%	100%	100%	0%	49%

- These results reflect only WMS Managers.
- This data makes the assumption that expectations are reviewed and updated when performance evaluations are completed.

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- WSDOT expects complete implementation of the PMP by October 31, 2007.
- During this implementation period, managers & supervisors are required to begin using the new program and setting up expectations.
- As a result, at the conclusion of the transition period the percentage complete will be near 100%.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Number of WMS employees = 703

Percent of agency workforce that is WMS = 11.5%

Number of all Managers* = 682

Percent of agency workforce that is Managers* = 11.1%

* Headcount in positions coded as "Manager" (includes [23] EMS and WMS)

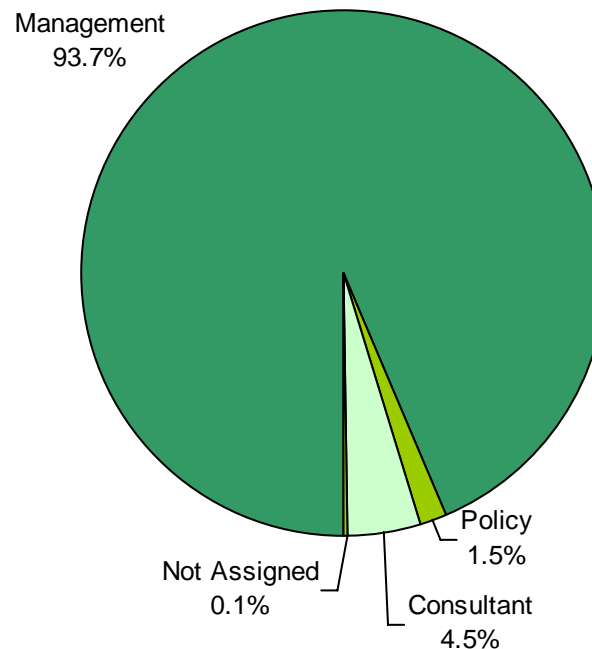
Analysis:

- DOT is responsible for the largest transportation project delivery requirement in the nation to date. The current project delivery makes use of many consultants as well as state employees. This has resulted in our management to employee ratio being a bit higher than industry average.
- The definitions of positions that are designated as Manager, Consultant and Policy have been defined by the Department of Personnel. The use of the term consultant in the chart identifies a WSDOT employee that

Action Steps:

- DOT will continue to closely monitor this ratio over the next six months.

WMS Management Type



"Manager"	659
"Consultant"	32
"Policy"	11
Not assigned	1

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 59%

Total # of employees with current position/competency descriptions* = 1686

Total # of employees* due for period = 2842

*Applies to employees in permanent positions, both WMS & GS

By Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob-Trial Srv	1st & 2nd Qtr FY07 Agency Total
Due	710	87	652	150	408	252	274	287	22	2842
Received	304	44	162	150	242	246	248	287	3	1686
Completion Rate	43%	51%	25%	100%	59%	98%	91%	100%	14%	59%

•This data makes the assumption that CQ's are reviewed and updated when performance evaluations are completed.

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the competencies for which the employees will be rated.

Action Steps:

- WSDOT expects complete implementation of the PMP by October 31, 2007.
- During this implementation period, managers & supervisors are required to begin using the new program and setting/updating position/competency descriptions.
- As a result, at the conclusion of the transition period the percentage complete will be near 100%.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average Number of Days to fill*: 66

Number of vacancies filled: 423

*Equals # of days from hiring requisition to appointment effective date

Candidate Quality Not available from DOP

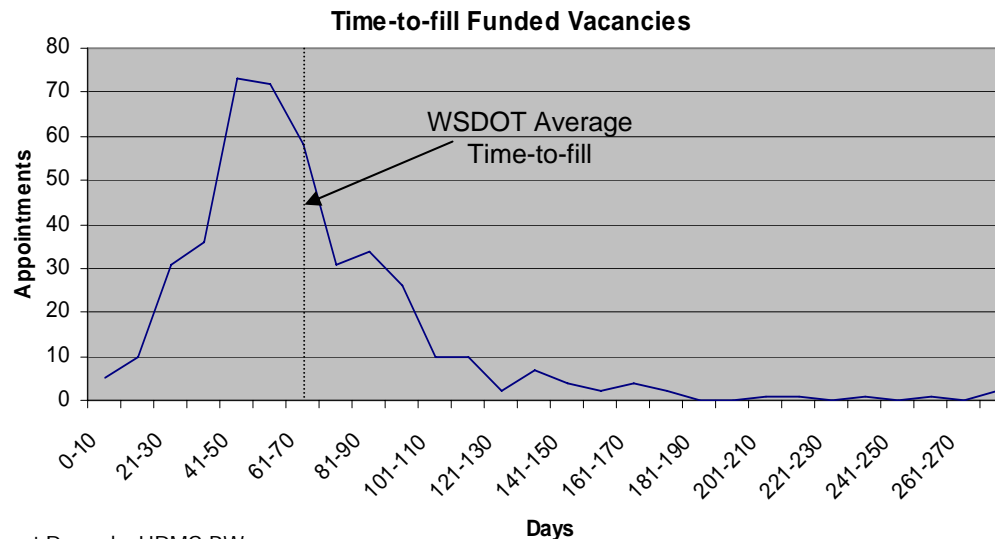
	Percent	Number
Candidates interviewed who had competencies needed for the job	[XX]%	[XX]
Hiring managers who indicated they could hire best candidate	[XX]%	[XX]

Analysis:

- The average number of days to fill has decreased from 68 to 66 days.

Action Steps:

- WSDOT HR is developing a tool that will track the various steps in the hiring cycle to identify areas for improvement.
- WSDOT HR will monitor the time-to-fill to note the effect of the E-Recruiting System.



Source: WSDOT Recruitment Records, HRMS BW

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

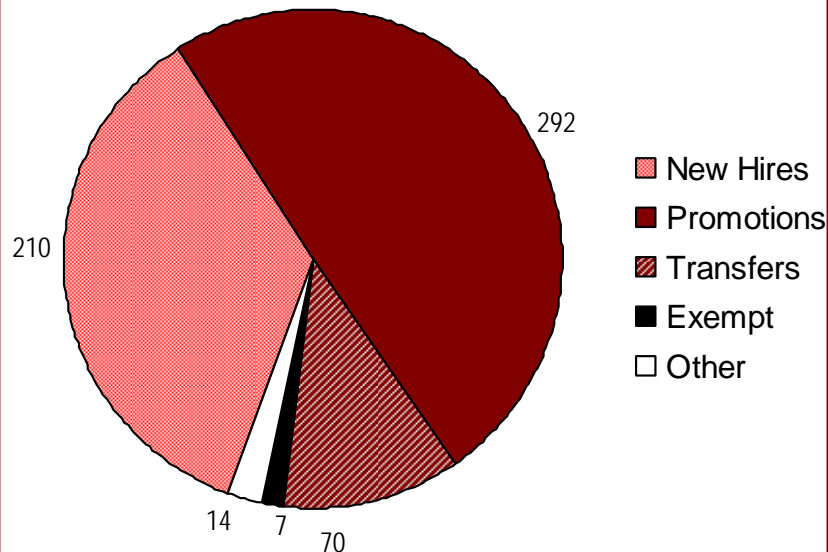
Time-to-fill vacancies

Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Types of Appointments



Total number of appointments = 593*

Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	18
Probationary separations - Involuntary	12
<i>Total Probationary Separations</i>	<i>30</i>
Trial Service separations - Voluntary	07
Trial Service separations - Involuntary	00
<i>Total Trial Service Separations</i>	<i>07</i>
Total Separations During Review Period	37

Analysis:

- Based on the rule/contract changes effective July 1, 2005, managers have been using the flexibility built into the language to recruit and hire.
- WSDOT has increased its amount of new hires over the past two years.
- Supervisors are using the probationary/trial service period to address employee performance before permanent status is attained.

Action Steps:

- WSDOT Human Resources will continue to train managers on interview and selection best practices.
- WSDOT will continue to refine its current position-specific recruiting practices. As we refine this process, probationary/trial service separations should decrease.
- WSDOT HR will monitor the number/type of appointment and separation during review period to note the effect of the E-Recruiting System.

Source: HRMS BW

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)
Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 59%

Total # of employees with current performance expectations* = 1686

Total # of employees* due for period = 2842

*Applies to employees in permanent positions, both WMS & General Service

By Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob-Trial Srv	1st & 2nd Qtr FY07 Agency Total
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Completion Rate	43%	51%	25%	100%	59%	98%	91%	100%	14%	59%

•This data makes the assumption that performance expectations are reviewed and updated when performance evaluations are completed.

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- Complete implementation of the PMP is expected by September/October '07.
- During this implementation period, managers/supervisors are required to begin using the new program and setting up performance expectations.
- As a result, at the conclusion of the transition period the percentage will be near 100%.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

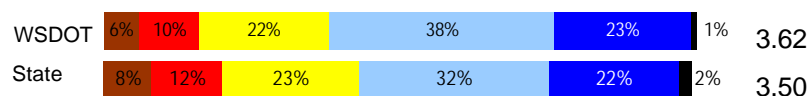
Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings

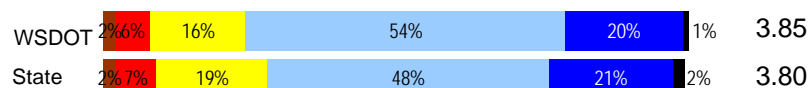
Q4. I know what is expected of me at work. Avg



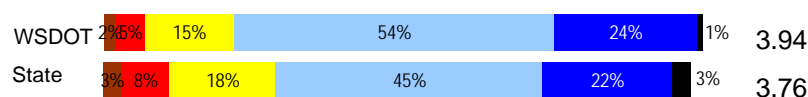
Q1. I have opportunity to give input on decisions affecting my work.



Q2. I receive the information I need to do my job effectively.



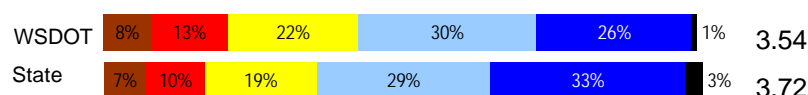
Q6. I have the tools and resources I need to do my job effectively.



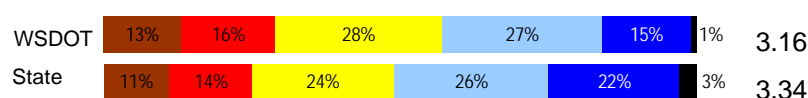
Q7. My supervisor treats me with dignity and respect.



Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



Q9. I receive recognition for a job well done.



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

Analysis:

- The survey results for "Productive Workplace" are synonymous with the state averages.
- These ratings should improve when the number of Performance Evaluations improves.

Action Steps:

- WSDOT should continue to improve the number of performance evaluations completed in the department as noted in the previous slides pertaining to performance evaluations.

Productive Workplace Ratings

WSDOT Overall average score: 3.80

Statewide Overall average score: 3.81

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

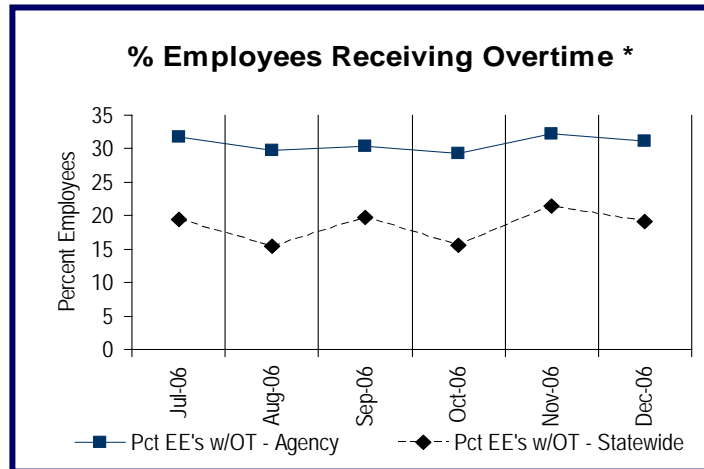
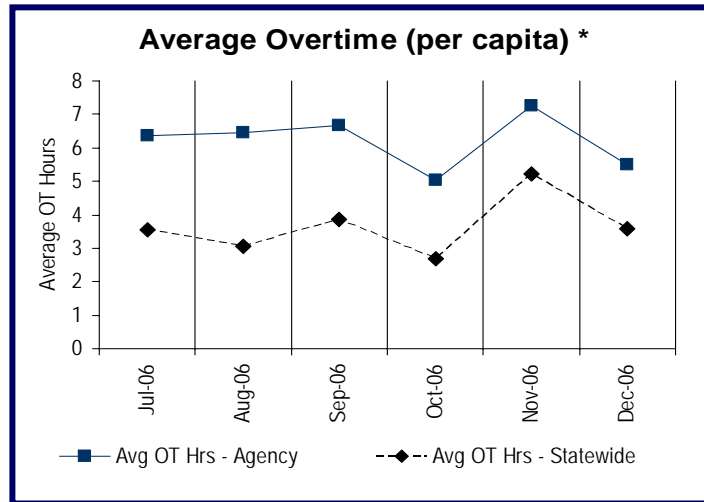
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

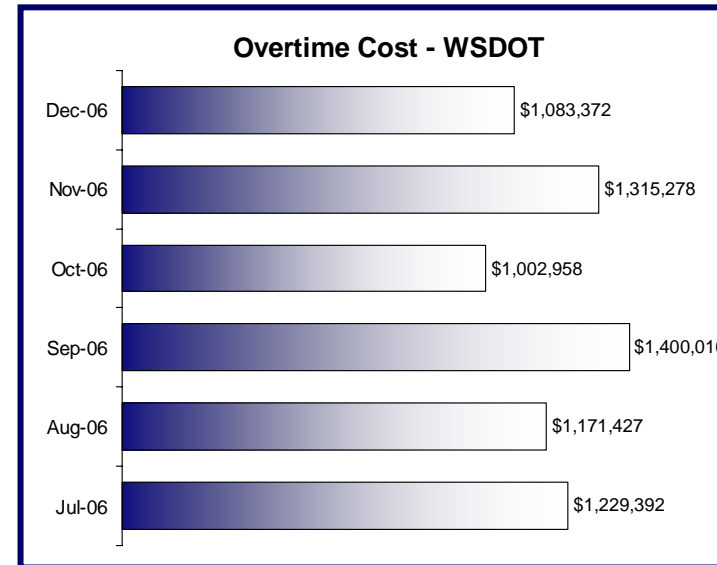
Safety and Workers Compensation (TBD)

Overtime Usage



*Overtime Costs displayed are based on employees in permanent, appointed, and civil service exempt positions.

* Statewide overtime values do not include DNR
Source: HRMS BW



Analysis:

- WSDOT is currently at 6.2 hours, per capita, per month in 1st & 2nd Qtr FY 2007.
- An average of 30.8% of WSDOT employees (per capita) are receiving overtime per month for 1st & 2nd Qtr FY 2007.
- WSDOT overtime usage tends to be higher in the summer and winter months due to project delivery demands and snow removal season.
- WSDOT's overtime usage, in relation to sick leave usage, runs contrary to the state trends. As overtime usage rises, sick leave usage declines. Conversely, as overtime usage declines sick leave usage rises.

Action Steps:

- WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of overtime for potentially negative trends by the next reporting period.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

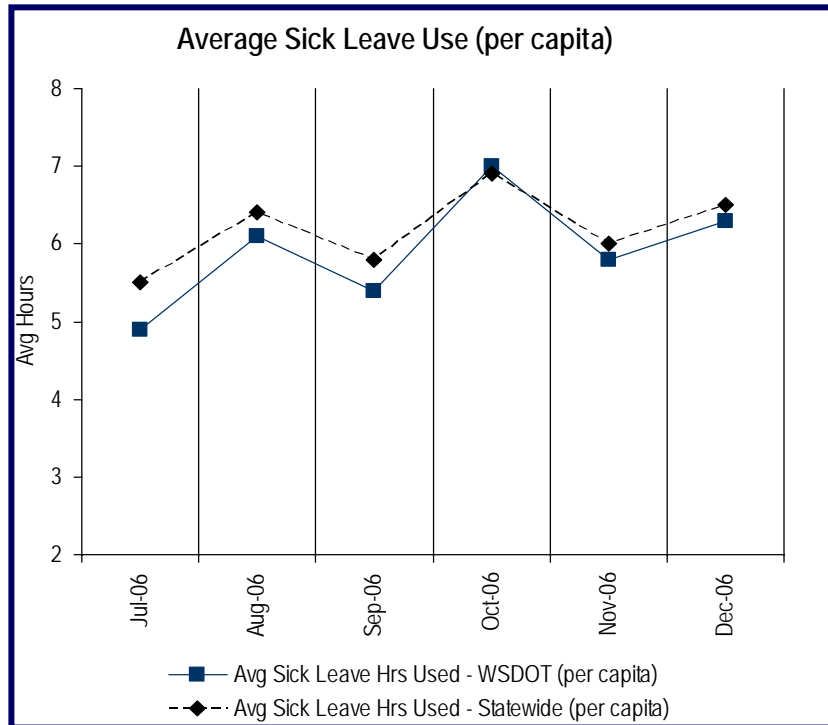
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Sick Leave Usage



Analysis:

- WSDOT sick leave usage is running slightly higher than the statewide average.
- However, the trend line is parallel with the statewide average.
- WSDOT's sick leave usage, in relation to overtime usage, runs contrary to the state trends. As sick leave usage rises, overtime usage declines. Conversely, as sick leave usage declines overtime usage rises.

Action Steps:

- WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of sick leave for potentially negative trends by the next reporting period.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
5.9 Hrs	6.2 Hrs	74.8%	79.8%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
11.1 Hrs	11.7 Hrs	139.1%	145.8%

Sick Leave time period = 7/2006 through 12/2006

* Statewide data does not include DOL, DOR, L&I, and LCB
Source: HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

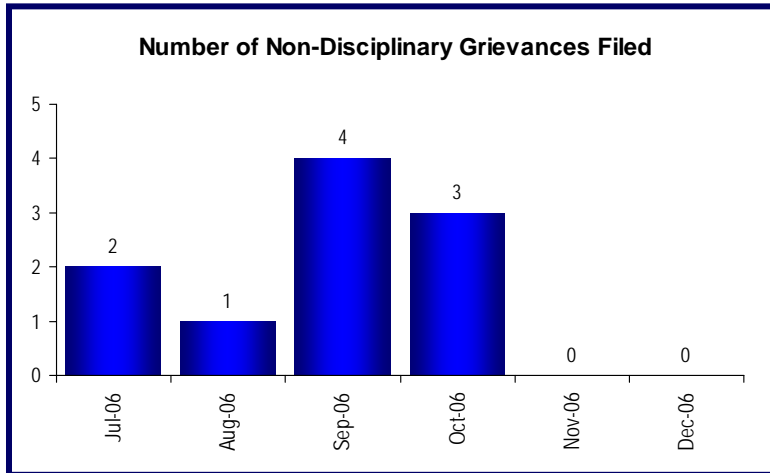
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (represented employees)

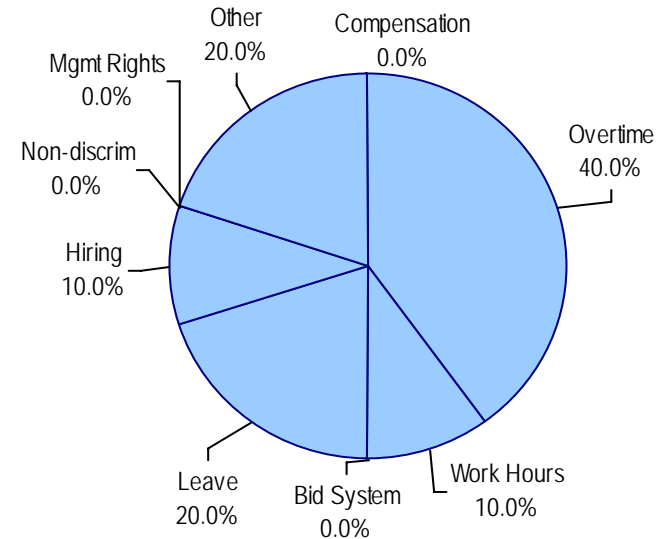


Total Non-Disciplinary Grievances = 10

Non-Disciplinary Grievance Disposition* (Outcomes determined during 07/06 through 12/06)

- Settled/Resolved: 6
- Withdrawn: 4

Type of Non-Disciplinary Grievances



Analysis:

- Overtime and hours of work issues continue to be a source of grievances because of the complexity of the contract language and new payroll system.

Action Steps:

- The department continues to train timekeepers, payroll staff, supervisors and employees on how to interpret contract language and work within the constraints of the HRMS system.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review

Time Period = 07/06 through 12/06

- 4 Job classification
- 1 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

5 Total filings

Filings with Personnel Resources Board

Time Period = 07/06 through 12/06

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

- 1 Rule Violation
- 1 Job Classification
- 2 Total outcomes withdrawn

- 1 Job Classification
- 1 Total outcomes Affirmed – Upheld Agency

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

WSDOT Overall average score for Learning & Development Ratings: 3.63
Statewide overall average score for Learning & Development Ratings: 3.66

Percent employees with current individual development plans = 59%

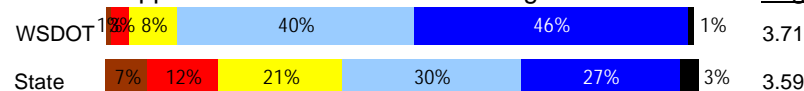
Total # of employees with current IDPs* = 1686

Total # of employees* due for period= 2842

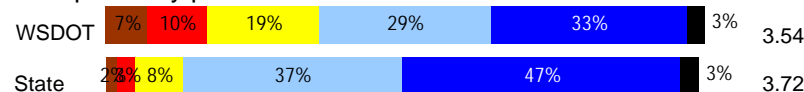
*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Q5. I have opportunities at work to learn and grow. Avg



Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

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Completion Rate	43%	51%	25%	100%	59%	98%	91%	100%	14%	59%

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- Complete implementation of the PMP is expected by September/October '07.
- During this implementation period, managers/supervisors are required to begin using the new program and addressing individual development plans.
- As a result, at the conclusion of the transition period the percentage will be near 100%.
- Also, the WSDOT Staff Development Office maintains training curriculum for all job classes. Each employee can also access the Individual Recommended Training Plan that shows mandatory, statutorily required, and recommended training, as well as the status of completion. Information on completion of Mandatory & Statutorily Required training is also reported in the Gray Notebook.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees* with current performance evaluations = 59%

Total # of employees with current performance evaluations* = 1686

Total # of employees* due for period= 2842

*Applies to employees in permanent positions, both WMS & GS

Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob- Trial Srv	1st & 2nd Qtr FY07 Agency Total
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Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- Complete implementation of the PMP is expected by September/October '07.
- During this implementation period, managers/supervisors are required to begin using the new program and setting up employee appraisals.
- As a result, at the conclusion of the transition period the percentage will be near 100%.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

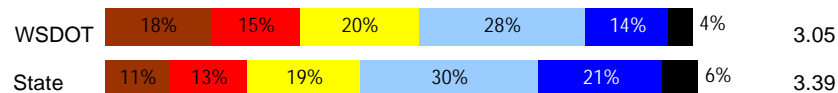
WSDOT overall average score for "Performance & Accountability" ratings: 3.62

Statewide overall average score for "Performance & Accountability" ratings: 3.74

Q3. I know how my work contributes to the goals of my agency. Avg



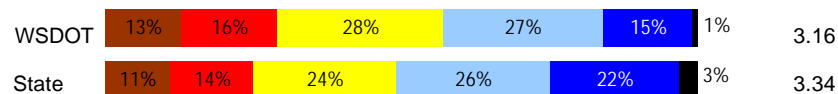
Q10. My performance evaluation provides me with meaningful information about my performance.



Q11. My supervisor holds me and my co-workers accountable for performance.



Q9. I receive recognition for a job well done.



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

Analysis:

- The survey results for "Performance & Accountability" are slightly lower than the state averages.
- These ratings should improve when the number of Performance Evaluations improves.

Action Steps:

- WSDOT should continue to improve the number of performance evaluations completed in the department as noted in the previous slides pertaining to performance evaluations.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Disciplinary Action Taken

Dismissals	4
Demotions	2
Suspensions	1
Reduction in Pay*	N/A
Total Disciplinary Actions*	11

* Reduction in Pay is not currently available in HRMS/BW.

Issues Leading to Disciplinary Action

- Internet/Ethics
- Poor Performance
- Drug & Alcohol Policy Violations
- Attendance
- Violence in the Workplace Policy Violations
- Safety
- Neglect of Duty

Analysis:

- The Department has placed a new emphasis on safety and holding employees accountable for their unsafe actions. Disciplines based on safety issues have gone up during this reporting period.
- Internet and e-mail abuse continues to be the Department's top disciplinary issue.
- Managers are beginning to use performance improvement plans to track performance issues and the number of performance-based disciplines is rising.
- The HRMS/BW is currently unable to identify how many actions resulted in a reduction in pay. However, WSDOT has tracked this internally and has made 11 reductions in pay for this reporting period.

Action Steps:

- The Department will expand the use of performance improvement plans to address performance issues early and attempt to correct performance problems. Continued performance issues will be addressed with disciplinary action.
- The Department will continue to educate employees on the proper use of state resources, in particular the use of e-mail and the internet while at work.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

Performance Measures

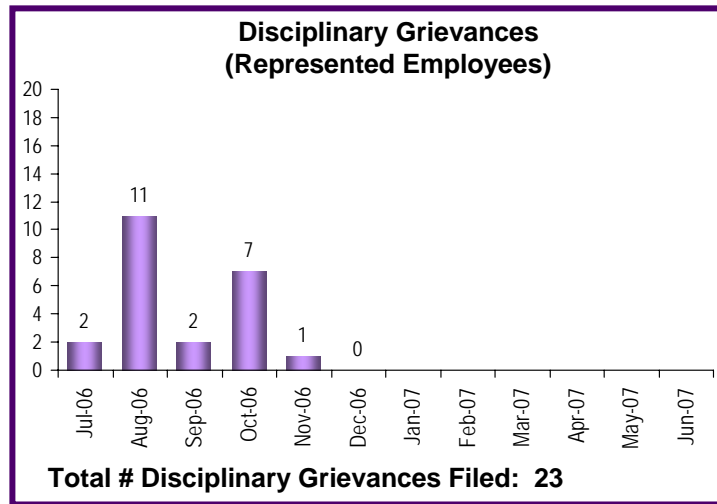
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Withdrawn = 8
- Modified = 8
- Affirmed = 4
- Remanded = 0
- Reversed = 0
- Dismissed = 0

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

Disposition (Outcomes) of Disciplinary Appeals [Non-Represented Employee Outcomes with PRB]

- Withdrawn = 3
- Modified = 0
- Affirmed = 0
- Remanded = 0
- Reversed = 0
- Dismissed = 0

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Actions & Strategies

Employee Survey "Employee Commitment" Ratings

WSDOT overall average score for Employee Commitment ratings: 3.57

Statewide overall average score for Employee Commitment ratings: 3.62

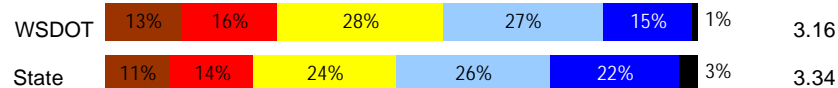
Q3. I know how my work contributes to the goals of my agency. Avg



Q12. I know how my agency measures its success.



Q9. I receive recognition for a job well done.



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

Analysis:

- The survey results for "Employee Commitment" are slightly lower than the state averages.
- These ratings should improve when the number of Performance Evaluations improves.

Action Steps:

- WSDOT should continue to improve the number of performance evaluations completed in the department as noted in the previous slides pertaining to performance evaluations.

ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

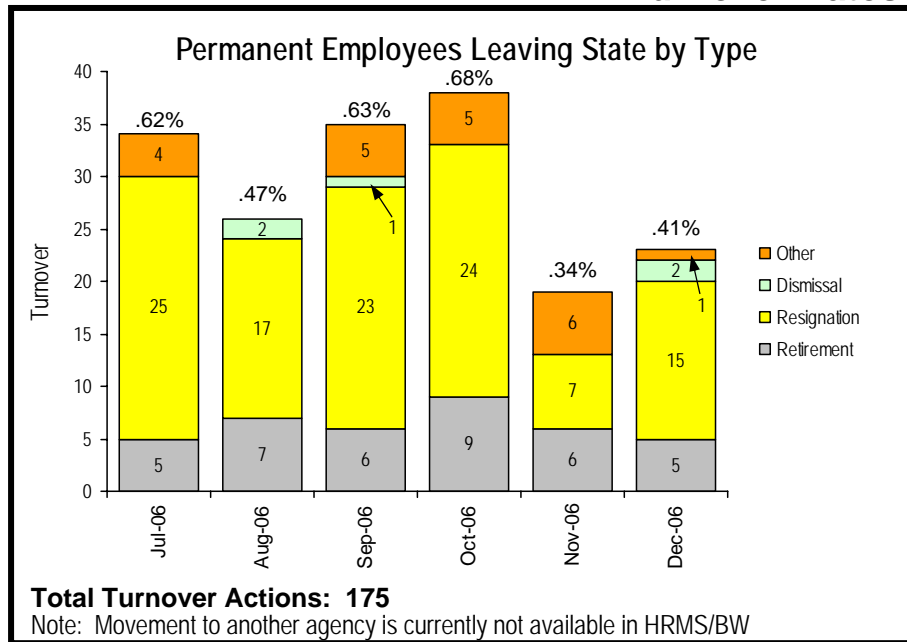
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Actions & Strategies

Turnover Rates

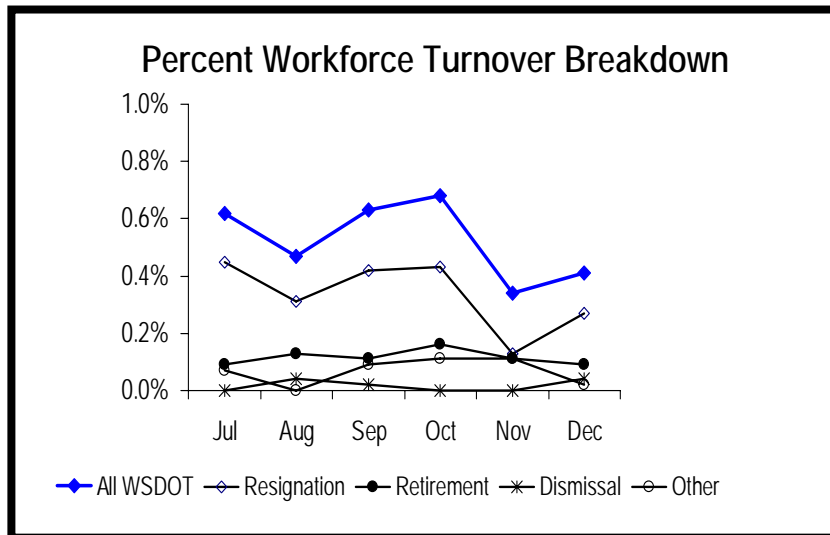


Analysis:

- WSDOT is currently at 3.04% turnover in a six month period.

Action Steps:

- WSDOT HR will monitor the turnover rate for unexpected trends that may appear.



Workforce Diversity Profile

ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

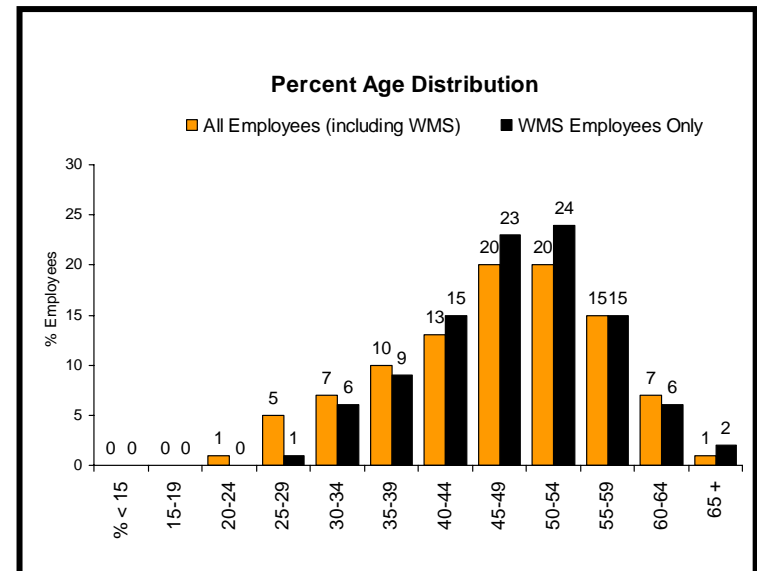
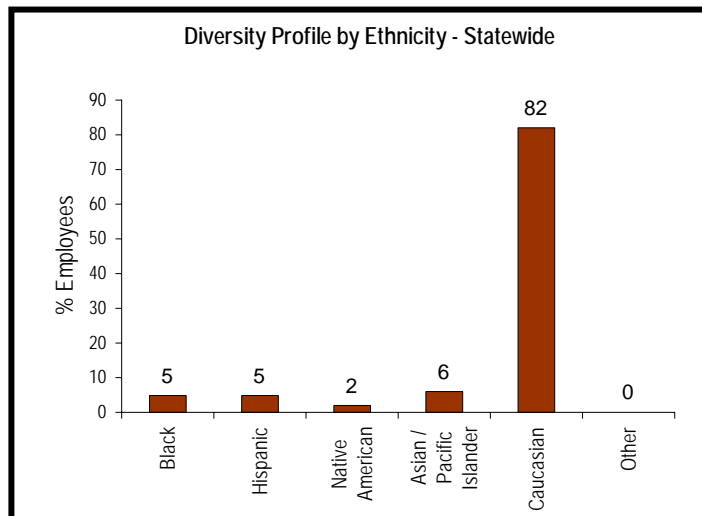
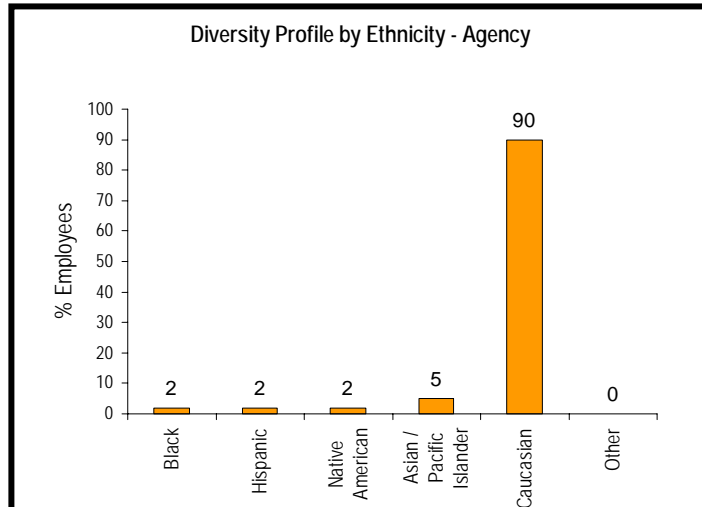
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Actions & Strategies

	Agency	State
Female	26%	52%
Disabled	4%	5%
Vietnam Vet	7%	7%
Disabled Vet	1%	2%
People of color	11%	18%
Persons over 40	76%	75%



Analysis:

- WSDOT needs to improve its representation of diversity in the organization.

Action Steps:

- Regional Managers and HR Professionals are working WSDOT's Office of Equal Opportunity and HQ Recruitment & Retention section to increase the recruitment and hiring of diverse candidates.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Actions & Strategies

Actions & Strategies	Who	Date
Performance Management - WSDOT has installed a new electronic performance management program. This program begins with supervisors ensuring that their employees have current position/competency descriptions. In addition they will know and understand their performance expectations prior to completing a performance appraisal. At the end of the rating period, the supervisor will rate the employee on the position/competency description and expectations that were established at the beginning of the rating period. WSDOT currently has seven regions/divisions who have been trained and are using the new performance management program. We are in the process of training two additional regions and plan to have all regions/divisions trained and using the new performance management program by October 2007. The agency plans to have completed a performance appraisal on all employees in the new performance appraisal system by October 2008.	Director, Office of Human Resources	October 2008
Overtime Usage - WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of overtime for potentially negative trends by the next reporting period.	Director, Office of Human Resources	October 2007
Sick Leave Usage - WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of sick leave for potentially negative trends by the next reporting period.	Director, Office of Human Resources	October 2007

Washington State Department of Transportation
WSDOT HR Mgmt Report Executive Summary – 1st & 2nd Qtr FY 2007

Plan & Align Workforce	Percent WMS managers with current performance expectations	WSDOT has 49% (158/320) of WMS managers with WF Mgmt expectations for 1st & 2nd Qtr FY 2007.
	Management profile: <ul style="list-style-type: none"> ▪Percent workforce that is coded as “Manager” ▪Percent workforce that is WMS ▪Percent WMS that is “manager”, “policy”, “consultant” 	11.1% 11.5% 93.7% manager, 1.5% policy, 4.5% consultant
	Percent employees with current position descriptions	WSDOT has 59% (1686/2842) of employees with position/competency descriptions for 1st & 2nd Qtr FY 2007.
Hire Workforce	Average days to fill job vacancies	66
	Candidate quality ratings	Data not available from DOP
	Hiring balance (% types of appointments)	292 promotions, 210 new hires, 7 exempts, 70 transfers, 14 other
	Percent separation during post-hire review period	6.2%
Deploy Workforce	Percent employees with current performance expectations	WSDOT has 59% (1686/2842) of employees with current performance expectations for 1st & 2nd Qtr FY 2007.
	Employee survey “productive workforce” ratings	3.80 WSDOT average rating (1-5 scale)
	Overtime usage: <ul style="list-style-type: none"> ▪Average overtime hours ▪Percent employees receiving overtime 	6.2 hours average, per capita, per month in 1 st & 2 nd Qtr FY 2007 30.8% average, per capita, per month in 1 st & 2 nd Qtr FY 2007
	Sick leave usage <ul style="list-style-type: none"> ▪Average sick leave use per capita ▪Average sick leave for just those who used sick leave 	5.9 hours, per capita, per month in 1 st & 2 nd Qtr FY 2007 11.1 hours, per month in 1 st & 2 nd Qtr FY 2007
	Number of non-disciplinary grievances filed	10 total for 1st & 2nd Qtr FY 2007
	Number of non-disciplinary appeals filed	5 total for 1st & 2nd Qtr FY 2007
Develop Workforce	Percent employees with current individual training plans	WSDOT has 59% (1686/2842) of employees with current individual development plans for 1st & 2nd Qtr FY 2007.
	Employee survey “training & development” ratings	3.63 WSDOT average rating (1-5 scale)
Reinforce Performance	Percent employees with current performance evaluations	WSDOT has 59% (1686/2842) of employees with current performance evaluations for 1st & 2nd Qtr FY 2007. 4/9 regions/divisions have performance evaluations for >90% of employees.
	Employee survey “performance & accountability” ratings	3.62 WSDOT average rating (1-5 scale)
	Number of formal disciplinary actions taken	11
	Number of disciplinary grievances/appeals filed	23 disciplinary grievances. 0 disciplinary appeals filed
Ultimate Outcomes	Employee survey “Employee Commitment” ratings	3.57 WSDOT average rating (1-5 scale)
	Statewide turnover percentages	3.04% WSDOT, leaving state service (Six month period)

•The numbers for current performance expectations, current position descriptions and current individual training plans are based on the assumption that these areas are reviewed and updated when the performance appraisal is completed.